State of Montana

Department of Public Health and Human Services

IT Plan

FOR FY2008 IT PLAN UPDATE

Prepared By:

DEPARTMENT OF PUBLIC HEALTH & HUMAN SERVICES

TECHNOLOGY SERVICES DIVISION

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EXECUTIVE SUMMARY

To fulfill our mission to improve and protect the health, well-being, and self-reliance of all Montanans, the Department of Public Health and Human Services (DPHHS) has made a significant investment in information technology. Our systems and the data they collect and manage are mission critical for the programs they support and are essential in the provision of public health and public assistance services to the citizens of Montana. Responsibility for these systems lies within the Technology Services Division (TSD), which is charged with system development and maintenance, procurement, project management, and data center and telecommunications services. These services play a vital role in enabling the Department to succeed in its mission.

At this time, several of the Department's largest systems have reached the end of their life. They are monolithic in nature and difficult and expensive to maintain. They do not possess the modern IT design and technology features that allow them to readily share information or change to comply with ever-changing federal policy. These facts led to a $60 million appropriation in the 2007 Legislative Session to replace key public assistance and child welfare systems. More funding requests are planned for the upcoming session for yet more system replacement needs.

These system replacement efforts will put in place the next generation of IT systems. They will not only incorporate modern web-based technologies, they will be built to comply with State Enterprise Architecture initiatives and include technology that enables those initiatives. The next generation of DPHHS systems must be built to:

- Improve the integration of services to customers using more than one of the Department's programs.
- Improve the quality, integrity, and reliability of data used to administer the Department's programs and provide benefits to customers.
- Increase the value and lower the risk of the Department's investment in information technology by providing a framework of components that can be shared and reused by many systems.
- Allow the free interchange of data, with appropriate security and confidentiality safeguards, between the Department's information systems.

In conjunction with these legacy system replacements, DPHHS is considering the strategic importance of incorporating Enterprise Architecture and accompanying technologies such as business rules engine, web services and Service Oriented Architecture into its plans for replacing its legacy set of human service systems.

Our IT Plan includes goals and objectives that directly support DPHHS business goals and are closely aligned with the governance established in the Montana Information Technology Act (MITA). The DPHHS IT Plan supports the Department's initiative to enhance the service levels of all its programs by establishing an enterprise-based environment that facilitates information sharing while maintaining the data, functionality and confidentiality unique to each program. All of the initiatives presented in this plan are designed to ensure that DPHHS is able to accomplish its mission to promote the health and welfare of the citizens of Montana.

SECTION 1: DPHHS CONTACT INFORMATION

DPHHS Name: Montana

Role: Plan Owner

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SECTION 2: DPHHS IT MISSION

2.1 DPHHS IT Mission Statement

"Valuable services from valued people"

SECTION 3: DPHHS SECURITY PROGRAM

3.1 Security Program

DPHHS has an important stake in securing its information systems, many of which house sensitive and confidential data on individuals. In addition to State regulations, the information contained in these systems is governed by federal guidelines, including the Health Information Portability and Accountability Act (HIPAA). Accordingly, the Technology Services Division (TSD) has published security policies and guidelines. The following policies are currently under revision and are being re-drafted.

- Information Security and Data Access Policy
- Computer and Electronic Information Theft or Misplacement Reporting Guidelines
- Desktop, Laptop and Tablet Computer Security

Updates to these policies will include alignment with State information technology policies, standards, procedures, and guidelines published by the Department of Administration, Information Technology Services Division and found at http://itsd.mt.gov/policy/itpolicy.asp.

In addition to Department security policies, TSD has submitted security plans for new system development efforts. These new systems include Combined Healthcare Information and Montana Eligibility System (CHIMES), Food Stamps Eligibility System, TANF Eligibility System, and Montana Automated Child Welfare Information System (MACWIS). Each security plan provides an overview of the security requirements for the system and describes the controls planned for meeting those requirements. The completion of this security plan is a requirement of the Chief Information Officer of the State of Montana. These security plans are based on the National Institute of Standards and Technology (NIST) Special Publication 800-18, Guide for Developing Security Plans for Federal Information Systems. They have been approved by ITSD.

Finally, the Technology Services Division (TSD) is in the interview process for an Information Security Officer (ISO). It is expected this position will be filled by the end of June 2008. The ISO will be responsible for the department's information security policies and procedures, security risk assessment efforts, and disaster recovery and business continuity planning. The ISO will also participate in developing statewide security policies and will develop and manage the department's security awareness and training program.

The first priority of the Security Officer will be to address existing deficiencies in Department security by developing:

- an effective entity-wide security control program. Our current plan (updated in 2004) is found at
  http://www.dphhs.mt.gov/newsevents/publications/informationsecuritypolicy08022004.pdf

- a department-wide risk assessment policy or assessed department-wide security risks.

- effective security measures as part of its personnel administration policies.

- an effective security awareness training program.

- a comprehensive disaster recovery plan.

SECTION 4: DPHHS IT PLAN

4.1 Goals/Requirements

Goal Number 1:

ITG 1 **Use information technology to support and enhance DPHHS program service delivery and increase efficiencies.**

Information technology is an essential tool used to support and improve DPHHS program service delivery. The DPHHS will continue to look for ways in which information technology can add value to its business functions. Examples include document management, document imaging, system integration, web-based applications, internet portals, and public/provider access.

Benefits: Increased efficiency and effectiveness in performing DPHHS business functions.

This DPHHS IT goal supports the following State IT Goals:

- Improve government services

- Improve the quality of life of Montana citizens

Supporting Objective/Action

ITO 1-1 **Develop, maintain and enhance DPHHS IT systems to meet changing business needs and policies at the State and federal levels.**

Objective: Develop, maintain and enhance existing DPHHS IT systems as business needs change, as advancements in technology become available, and to support effective interfaces with federal partners. When necessary, build new systems to meet new program needs, to address areas that have not been previously automated or when it's more cost effective than modifying an existing system.

Benefits: Meet State and federal program mandates; meet new program needs; increase efficiency and effectiveness; support data sharing with federal partners.

Risks: Unmet policy mandates could result in non-compliance with State and federal laws with potential monetary penalties and sanctions. Delays in development and enhancement could delay the provision of new services or require manual processes be implemented.

IT Goal Support: Systems that support program service delivery will be developed and enhanced according to business needs and policy.

Timeframe: Ongoing

Critical Success Factors: Compliance with State and federal mandates, continued access to federal funding, increased program efficiency (more served and reduced costs).

Supporting Objective/Action

ITO 1-2 **Replace legacy systems that have reached end-of-life.**

Objective: Replace aging legacy systems with systems that utilize modern IT concepts, tools and techniques, and that are consistent with DPHHS and State direction and standards.

Benefits: Updated technology, increased functionality, reduced maintenance cost, automated business rules, efficiency and effectiveness in performing DPHHS business functions.

Risks: Current legacy systems are difficult and costly to maintain. Legacy technology is two generations behind current IT trends and tools. Systems are at risk of compromised support in terms of both technical expertise and vendor software support.

IT Goal Support: Legacy systems that support program service delivery will be replaced.

Timeframe: 2009-2011

Critical Success Factors: New systems implemented on time and on budget. New systems result in reduced user training, higher service levels, increased accuracy, and reduced cost of maintenance.

Supporting Objective/Action

ITO 1-3   Implement electronic records management at the enterprise level.

Objective: Work jointly with ITSD and SOS to establish the policy, infrastructure and processes for electronic records management.

Benefits: Ensure the efficient and safe retention and access of archived information for the timeframe required based on the type of data stored.

Risks: Archival information is not safely retained and is at risk for loss and not being available as needed.

IT Goal Support: Increase efficiency of service delivery through reliable and rapid access to archival information. Increase performance of systems through the timely archiving of information.

Timeframe: 2009-2011

Critical Success Factors: Information safely retained for appropriate period. Allow efficient and rapid access to archival information, which results in higher service levels, increased accuracy, and reduced cost of maintenance.

Goal Number 2:

ITG 2   Ensure that information technology resources are efficient, responsive, cost-effective and available when needed.

Description: DPHHS must acquire and maintain the adequate number, type, and quality of IT resources needed to support its systems. IT resources including staff, hardware and software tools, must be maintained at the appropriate levels to adequately provide this support. IT resources must be responsive and provide the required availability and redundancy in a cost-effective manner.

Benefits: Increased efficiency, cost-effectiveness, responsiveness, availability and redundancy of IT resources to support DPHHS business functions.

This DPHHS IT goal supports the following State IT Goals:

- Create quality jobs and a favorable business climate

- Develop IT resources in an organized, deliberative and cost-effective manner

- Improve the quality of life of Montana citizens

- Improve government services

Supporting Objective/Action

ITO 2-1   Install, maintain and enhance servers, databases, networks, and personal computers.

Objective: Continue to upgrade and enhance DPHHS IT infrastructure. This includes, but is not limited to: local and wide area networks; file and print servers; database servers; web and application servers; and Citrix servers.

Benefits: Increased efficiency, cost-effectiveness, responsiveness and availability of IT resources to support DPHHS business functions.

Risks: Server and PC hardware, in terms of performance and capacity, does not keep up with program business needs and will not support newer IT technologies and systems.

IT Goal Support: Hardware and software will be updated and upgraded to maintain responsiveness and availability.

Timeframe: Ongoing

Critical Success Factors: Server and PC performance meets user expectations. Server and PC performance and disk capacity is available and sufficient for modern web-based systems. Databases support reporting requirements.

Supporting Objective/Action
ITO 2-2   Develop a continuity of operations plan (COOP)

Objective: Develop a comprehensive business continuity of operations plan for the DPHHS. There are currently plans and components of plans for specific business areas, but not an enterprise-wide DPHHS plan.

Benefits: Ensure continued operations and rapid recovery of IT service.

Risks: Loss of ability to deliver key services that are required to maintain the health and welfare of Montana citizens.

IT Goal Support: A COOP will establish the steps and resources needed to re-establish and recover services in the event of a loss in IT assets or infrastructure.

Timeframe: 2008-2009

Critical Success Factors: A business continuity plan that allows all critical DPHHS operations to continue in the event of a loss of infrastructure (telecom, power, etc.), equipment, personnel or facilities.

Supporting Objective/Action
ITO 2-3   Build system redundancy.

Objective: Ensure a high availability of IT resources by eliminating the possibility of a "single point of failure" by performing risk analyses of critical systems, including staffing and support. For IT infrastructure this involves both planned component redundancy and multiple processing methods.

Benefits: Increased availability and expertise of IT resources that support systems critical to DPHHS business functions.

Risks: Interrupted or comprised service of IT systems critical to DPHHS operations.

IT Goal Support: Hardware and software redundancy will ensure continued availability in the event of a system failure.

Timeframe: Ongoing

Critical Success Factors: Fewer incidences of "single point of failure" events. Inventory and risk analysis of possible "points of failure" by following the business continuity plan.

Supporting Objective/Action
ITO 2-4   Hire, train and retain a skilled IT workforce at appropriate levels.

Objective: Maintain a skilled IT workforce at the appropriate levels required to support DPHHS business needs, including staffing redundancy. This involves hiring, training and keeping qualified IT staff.

Benefits: Increased efficiency, cost-effectiveness, responsiveness and availability of IT resources to

support DPHHS business functions.

Risks: Reduced IT services levels for the support, maintenance and development of IT systems critical to DPHHS operations.

IT Goal Support: Skilled staff will provide efficient and responsive system development and maintenance services.

Timeframe for completion of this objective: Ongoing

Critical success factors associated with this objective: Increased productivity; decreased turnover

Supporting Objective/Action

ITO 2-5   Increase energy efficiency of IT infrastructure.

Objective: Develop a roadmap for the implementation and consideration of energy saving measures (e.g. capturing head from server rooms and use of digital copiers).

Benefits: Reduction of energy usage by IT infrastructure used by DPHHS that results in cost savings and lessens the impact on the environment.

Risks: Increased energy costs and emissions from the energy generated to support IT equipment and facilities.

IT Goal Support: Increase the efficiency and cost effectiveness of IT resources through energy savings.

Timeframe for completion of this objective: Ongoing

Critical success factors associated with this objective: Decreased energy usage; decreased cost.

Goal Number 3:

ITG 3   Implement Enterprise Architecture technology and standards.

Description: Implement Enterprise Architecture standards and technology that promote functional reuse and information sharing between systems.

Benefits: Increase the value of the Department's investment in information technology by providing a framework of components that can be shared and reused by many systems. Allow the free interchange of data, with appropriate security and confidentiality safeguards, between the Department's information systems.

This DPHHS IT goal supports the following State IT Goal:

- Develop IT resources in an organized, deliberative and cost-effective manner

- Improve the quality of life of Montana citizens

- Improve government services

Supporting Objective/Action

ITO 3-1   Implement new systems within Service Oriented Architecture.

Objective: Implement new systems within a Service Oriented Architecture framework that allows services and data to be shared between systems. New systems should be able to expose services.

Benefits: Increase the value of the Department's investment in information technology by providing a framework of services that can be shared and reused by multiple systems. Minimize redundant capture and promote sharing and reuse of data.

Risks: New systems without service orientation will be more difficult to integrate and will exist as silos.

IT Goal Support: SOA will provide the technology framework of an Enterprise Architecture.

Timeframe: 2008-2011

Critical Success Factors: New systems are able to share functionality and information.

Supporting Objective/Action

ITO 3-2   Implement an Enterprise Service Bus.

Objective: Implement Enterprise Service Bus software that allows for message exchange between services in a Service Oriented Architecture environment.

Benefits: Increase the value of the Department's investment in information technology by providing a messaging framework that allows services to communicate between systems. Minimize redundant capture and promote sharing and reuse of data.

Risks: Without an ESB, it will be difficult and costly to provide the messaging required between services and across platforms.

IT Goal Support: ESB will provide the messaging infrastructure needed for an Enterprise Architecture.

Timeframe: 2009-2010

Critical Success Factors: Systems exposing and accessing services and information via the ESB.

Supporting Objective/Action

ITO 3-3   Create a DPHHS Enterprise Architecture plan.

Objective: Create an Enterprise Architecture plan that leverages State (Conceptual Architecture Plan) and federal (Medicaid Information Technology Architecture) guidelines and initiatives.

Benefits: Increase the value of the Department's investment in information technology by defining an Enterprise Architecture that allows systems to maximize their function and data through re-use and sharing.

Risks: Without an EA, it will be difficult to standardize the way in which information and services are shared.

IT Goal Support: An EA plan and will define the process and resources required to create an Enterprise Architecture.

Timeframe for completion of this objective: 2009-2010

Critical Success Factors: Systems sharing services and information following State and federal standards.

Goal Number 4:

ITG 4   Implement project management best practices.

Implement project management best practices, based on the Project Management Body of Knowledge (PMBOK), for all IT projects within the Department.

Benefits: Planned and managed IT projects that meet customer expectations and are on-time and on-budget. Lower risk and better communications.

This DPHHS IT goal supports the following State IT Goal:

- Develop IT resources in an organized, deliberative and cost-effective manner

- Improve the quality of life of Montana citizens

- Improve government services

Supporting Objective/Action

ITO 4-1   Establish a Project Management Office (PMO).

Objective: Establish a Project Management Office with project management expertise and resources. All major IT projects will be managed and overseen by this office. The PMO will create project management plans, documents and templates.

Benefits: Planned and managed IT projects that meet customer expectations and are on-time and on-budget. Lower risk and better communications.

Risks: Projects without adequate project management are at high risk of failure, cost and schedule over-runs.

IT Goal Support: The PMO will exercise and enforce project management best practices.

Timeframe for completion: 2008

Critical Success Factors: An office of qualified project managers with the tools and templates needed to manage projects. Successful projects.

Supporting Objective/Action

ITO 4-2   Create project management tools and templates.

Objective: Create a set of project management tools and templates based on the Project Management Institute's Project Management Body of Knowledge (PMBOK).

Benefits: Planned and managed IT projects that meet customer expectations and are on-time and on-budget. Lower risk and better communications.

Risks: Projects without adequate project management are at high risk of failure, cost and schedule over-runs.

IT Goal Support: Project management tools and templates will support project management best practices.

Timeframe for completion: 2008

Critical Success Factors: Successful projects, on-time and on-budget that meet customer expectations.

Goal Number 5:

ITG 5   Secure DPHHS information assets.

Description: DPHHS systems and data are a critical and valuable resource that is required for the continued success of program business functions. Access to this data and these systems must be appropriate, allowing access only for those with a legitimate need-to-know. Data must be available but protected from both deliberate and accidental theft or destruction

Benefits: Protection against theft, loss and unauthorized access to information. Maintenance of data confidentiality, integrity and availability.

This DPHHS IT goal supports the following State IT Goal:

- Protect individual privacy and the privacy of information contained in IT systems

Supporting Objective/Action

ITO 5-1   Ensure confidentiality of DPHHS data.

Objective: Secure DPHHS data, allowing only those persons with a legitimate need-to-know to access

those data. Implement appropriate authentication and authorization in DPHHS systems.

Benefits: Protection of sensitive and confidential information on individuals and families.

Risks: Loss of confidentiality could comprise the safety and service of individuals. Loss of confidentiality places DPHHS at legal risk.

IT Goal Support: Confidentiality is an information security objective.

Timeframe: Ongoing

Critical Success Factors: All systems with confidential data on individuals must require authentication. No breaches of confidentiality. No access allowed to unauthorized users.

Supporting Objective/Action

ITO 5-2   Ensure availability of DPHHS systems.

Objective: Implement backup, recovery and failover procedures. Establish hardware and system redundancies.

Benefits: Uninterrupted operations of systems critical to program operations.

Risks: Loss of operations will comprise the time-sensitive delivery of services essential to the health and welfare of Montana citizens.

IT Goal Support: System availability is an information security objective.

Timeframe: Ongoing

Critical Success Factors: Critical systems are available 99% of operational hours.

Supporting Objective/Action

ITO 5-3   Ensure integrity of DPHHS data.

Objective: Implement appropriate edits that enforce referential data integrity and minimum data requirements.

Benefits: Ensure data required for program service delivery, reporting and decision support is accurate, timely, and complete.

Risks: Loss of integrity will comprise the appropriate, accurate and timely delivery of services essential to the health and welfare of Montana citizens.

IT Goal Support: Data integrity is an information security objective.

Timeframe: Ongoing

Critical Success Factors: Accuracy of data meets acceptable State and federal program standards.

Supporting Objective/Action

ITO 5-4   Hire an Information Security Officer.

Objective: Hire an Information Security Officer that implements and audits security policy and procedures.

Benefits: Ensure the security of the Department's systems and data.

Risks: Without an Information Security Officer, DPHHS may not be able to implement and enforce the necessary policies and procedures to protect the Department's information assets.

IT Goal Support: An Information Security Officer will be responsible for ensuring the security of the Department's information assets.

Timeframe: Ongoing

Critical Success Factors: Published policies and procedures with audit and enforcement for all DPHHS

systems and information.

Supporting Objective/Action

ITO 5-5   Create and maintain security plans for all DPHHS systems.

Objective: Create and maintain security plans for all DPHHS systems according to NIST standards. These plans define the identification, contacts, laws, system interconnections and minimum security controls for a system.

Benefits: Establish plans that appropriately secure DPHHS systems. These plans are a requirement of ITSD for the funding of new systems.

Risks: Without a Security Plan, a system may not include adequate controls for the protection of its data.

IT Goal Support: Security plans will ensure systems are implemented with controls that ensure their security and the information they contain.

Timeframe: Ongoing

Critical Success Factors: Published plans for all DPHHS systems.

Supporting Objective/Action

ITO 5-6   Identify, develop and coordinate an effective internal control methodology.

Objective: Identify, develop and coordinate effective internal control methodology within each system development project including access, decision-making, documentation, audit trails, separation of duties, and the systems' interrelationship with modules for payables and receivables.

Benefits: Enforce the proper segregation of duties. Increase accuracy, validity, and security of systems and data that guide and document use of federal and state resources.

Risks: Improper access and invalid input and use of data that compromises decision making and use of public funds.

IT Goal Support: Internal controls will secure systems and data.

Timeframe: Ongoing

Critical Success Factors: Internal controls will ensure systems are appropriately used resulting in highly reliable data and sound decisions.

4.2 Risks

Risk 1: Budget Cuts

Impact: Additional budget cuts will adversely affect the achievement of our goals and objectives (i.e. common client database).

Mitigation Strategy: Work with state CIO and governor's office to attain funds and support to compensate for budget cuts.

Risk 2: Qualified Staff

Impact: Loss of skilled IT professionals will have a significant impact on the delivery of IT services and therefore program services. Many IT Professionals are eligible to retire within the next 5 years. College programs no longer teach skills in older technologies and languages, such as IDMS and COBOL, used in many of our current legacy systems. DPHHS must be competitive with other state agencies and private sector companies for IT staff.

Mitigation Strategy: Succession planning. Hiring and training. Outsourcing and contracting.

Risk 3: State and Federal Mandates

Impact: Unfunded or under-funded mandates from federal legislation, state legislation, state policies and procedures and court decisions impact and often take priority over our systems' other highly prioritized maintenance and enhancement initiatives.

Mitigation Strategy: Establish contingency fund. Participate in the fiscal note process, involving IT and staff and program stakeholders.

SECTION 5: ENTERPRISE ALIGNMENT

5.1 State Strategic Plan for IT Alignment

Create Quality Jobs and a Favorable Business Climate

ITG 2   Ensure that information technology resources are efficient, responsive, cost-effective and available when needed.

Develop IT Resources in an Organized, Deliberative and Cost Effective Manner

ITG 2   Ensure that information technology resources are efficient, responsive, cost-effective and available when needed.

ITG 3   Implement Enterprise Architecture technology and standards.

ITG 4   Implement project management best practices.

Improve the Quality of Life of Montana Citizens

ITG 1   Use information technology to support and enhance DPHHS program service delivery and increase efficiencies.

ITG 2   Ensure that information technology resources are efficient, responsive, cost-effective and available when needed.

ITG 3   Implement Enterprise Architecture technology and standards.

ITG 4   Implement project management best practices.

Protect Individual Privacy and the Privacy of Information Contained within IT Systems

ITG 5   Secure DPHHS information assets.

Improve Government Services

ITG 1   Use information technology to support and enhance DPHHS program service delivery and increase efficiencies.

ITG 2   Ensure that information technology resources are efficient, responsive, cost-effective and available when needed.

ITG 3   Implement Enterprise Architecture technology and standards.

ITG 4   Implement project management best practices.

5.2 Standards/Compliance Issues

Issue: OIG Audit of General Controls for Medicaid Eligibility Determination at the Montana Department of Public Health and Human Services" dated 02/11/2008 (Report #A-07-07-00256) raised security issues with the adequacy and access to computer facilities used to run Medicaid systems.

Resolution Plan: Review and tighten access to the DPHHS data center. The current Medicaid system runs in ITSD data center, which has adequate protections.

Issue: 40% of the Department's personal computers are past their replacement cycle.

Resolution Plan: With input from all DPHHS divisions, develop a plan for the funding and management (including replacement, upgrade and recycling) of the Department's desktop and laptop computers. Currently, each division is responsible for managing the funding and schedule for PC replacement and upgrade.

Issue: Federal SACWIS Compliance Review of CAPS.

Resolution Plan: Replace existing legacy system (CAPS) with new SACWIS. Incorporate federal requirements and compliance review findings into design. This project is funded and currently in the planning stages.

Issue: Non-state standard software or hardware used for mission critical systems.

Resolution Plan: Replace the following systems:

- Women, Infants, and Children (WIC) - FoxPro
- Commodity Allocation Tracking System (CATS) - FoxPro
- Institutions' Resident Accounting System (RAS) - AS/400
- Medicaid Presumptive Eligibility - RBase
- Accounts Receivable Management System (ARMS) – Mainframe TSO

Issue: Department internal controls may be defeated by aging system workarounds.

Resolution Plan: Identify, develop and coordinate effective internal control methodology within each system development project including access, decision-making, documentation, audit trails, separation of duties, and the systems' interrelationship with modules for payables and receivables.

SECTION 6: EXPENDITURES

6.1 Planned DPHHS IT Expenditures

Expense Category	FY2008	FY2009	FY2010	FY2011	FY2012	FY2013
Personal Services - IT Staff	4,393,730	4,923,774	8,587,077	12,217,158	12,584,755	12,963,421
Personal Services – non-IT staff	604,530	615,147	626,088	644,873	664,218	684,145
Contractors	18,905,399	30,798,760	46,424,306	56,175,020	45,161,382	33,968,530
ITSD services	6,013,938	6,019,973	287,714	295,769	304,052	312,574
Hardware	1,360,194	1,319,330	1,348,000	1,378,282	1,433,626	1,476,015
Software	308,689	319,620	323,947	338,545	343,436	358,613
Telecommunications	1,741,385	1,848,171	1,926,298	2,022,407	2,107,007	2,173,728
Maintenance	245,106	248,785	311,527	342,615	352,058	328,455
Project Management	121,700	486,800	730,200	730,200	243,400	243,400
IV&V	18,855	56,565	113,130	113,130	56,565	56,565
Contingency	0	0	0	0	0	0
Training	112,566	112,566	123,823	136,205	149,825	164,808
Other	1,806	1,861	1,917	1,974	2,033	2,094
Totals	33,827,898	46,751,353	60,804,027	74,396,178	63,402,357	52,732,347

6.2 Total DPHHS Budget

	FY2008	FY2009	FY2010	FY2011
Total DPHHS Budget	1,561,472,934	1,599,467,017	1,647,451,028	1,647,451,028

6.3 Augmented IT Funding

Source	Fiscal Year	Amount	Project/Spend Item

6.4 Staffing

Job Title	A. Number of authorized FTEs within IT Support Unit	B. Number of FTEs performing IT outside of IT units	C. Number of contracted IT FTEs	D. Total (A+B+C)	Rank most difficult to recruit and train (1 = most difficult; 2 = next most difficult; etc.)
IT manager	5		13	18	
IT Supervisor	5		5.5	10.5	
Programmer	2	4	4	10	
QA analyst			3	3	
Systems Engineer				0	
Application Engineer				0	
Support Technician,				0	
Support Specialist	10	13	15.5	38.5	
Website Engineer				0	
Programmer Analyst			57.5	57.5	
Help Desk Analyst			20	20	
IT Methodology Technician				0	
Tech Support Analyst	5	1	4	10	
Systems Analyst	9	4	9	22	
Database Analyst	3		3	6	
Network Administrator	1		1	2	
Security Specialist	1		1	2	
Network Systems Analyst	15		10	25	
Telecommunications Specialist				0	
Network Engineer				0	
Systems Architect			1	1	
Data Center Operator				0	
Computer Operator				0	
Management Analyst				0	
Data Control Technician		3	35	38	

Job Title	A. Number of authorized FTEs within IT Support Unit	B. Number of FTEs performing IT outside of IT units	C. Number of contracted IT FTEs	D. Total (A+B+C)	Rank most difficult to recruit and train (1 = most difficult; 2 = next most difficult; etc.)
Data Control Specialist		6	4	10	
Business Analyst	6		8	14	
Project Manager	3		10	13	
Executive Project Manager	1		1	2	
Tester			8.5	8.5	
Trainer			2.5	2.5	
Other				0	
Total	66	31	216.5	313.5	

6.5 Staffing Shortfalls

Time Frame	IT Staffing Challenge
Now	Java and .NET Programmers
Now	Project Managers
Now	Information Security Officer and associated support staff
Now	Business Analysts to address enterprise needs
By 2010	MS SQL Server DBA and Programmers
By 2011	Oracle DBA

SECTION 7: IT INITIATIVES (FY2008-2013)

7.1 Initiatives

Title: MMIS Replacement

Description: Montana is requesting a replacement MMIS for the Medicaid program. This EPP requests funding to replace the current MMIS system with a new system using updated technology. Montana's current MMIS system is mainframe CICS/VSAM and utilizes COBOL legacy language that has been in operation since 1985. The system was previously updated in 1997 and certified by CMS in 1998. Due to the old technology and data integrity of our existing system, the Department finds it necessary to update the current MMIS with a system using the most current technology in order to increase the accuracy and timeliness of processing claims. This system processes claims for Medicaid, Children's Health Insurance Plan (CHIP) and Mental Health Services Plan (MHSP).

MBARS EPP Number: 40011   *MBARS IT Number: 73*

Title: Medicaid Eligibility System Replacement

Description: Combined Healthcare Information and Montana Eligibility System (CHIMES-Medicaid) is a modern Medicaid eligibility system that will replace the Medicaid component of The Economic Assistance Management System (TEAMS), a mainframe-based system currently used to determine eligibility for the Medicaid, Food Stamp and TANF programs. In the face of ever growing Medicaid and Medicare program changes, increased requirements for safeguarding security and confidentiality, and aging technology it is no longer cost-effective to attempt to meet future business needs with TEAMS enhancements.

MBARS EPP Number: N/A   *MBARS IT Number: 132*

Title: TANF Eligibility System Replacement

Description: The Temporary Assistance for Needy Families (TANF) eligibility system project will replace the TANF component of The Economic Assistance Management system (TEAMS), a mainframe-based system currently used in the eligibility determination, benefit distribution and program administration for Medicaid, Food Stamp and TANF programs. In the face of ever growing federal changes to the TANF program, increased requirements for safeguarding security and confidentiality, and aging technology, it is no longer cost-effective to attempt to meet future business needs with TEAMS enhancements.

MBARS EPP Number: N/A   *MBARS IT Number: 133*

Title: Food Stamps Eligibility System Replacement

Description: The Food Stamps eligibility system project will replace the Food Stamps component of The Economic Assistance Management system (TEAMS), a mainframe-based system currently used in the eligibility determination, benefit distribution and program administration for Medicaid, and Food Stamps programs. In the face of ever growing federal changes to the Food Stamps program, increased requirements for safeguarding security and confidentiality, and aging technology, it is no longer cost-effective to attempt to meet future business needs with TEAMS enhancements

MBARS EPP Number: N/A   *MBARS IT Number: 134*

Title: Statewide Automated Child Welfare Information System (SACWIS) Replacement

Description: The Montana Automated Child Welfare Information System (MACWIS) project will replace Child and Adult Protective Services system (CAPS), the State's current SACWIS application. CAPS is a mainframe-based system used in the monitoring of foster care cases, adoption cases, provider contracts and licensing, financial accounting, payments for services to providers and reporting. In the face of ever growing federal changes to Child and Adult Protective Services, increased requirements for safeguarding security and confidentiality, and aging technology, it is no longer cost-effective to attempt to meet future business needs with CAPS enhancements.

MBARS EPP Number: N/A   MBARS IT Number: 135

Title: CAPS AFCARS Reporting System

Description: The Federal Administration of Children and Families (ACF), the governing federal entity of child welfare, has recently enacted several new regulatory changes that need to be entered into the Child and Adult Protective Services (CAPS) system. These regulatory changes are known as the Adoption and Foster Care Analysis and Reporting System (AFCARS).

MBARS EPP Number: 90423   MBARS IT Number: 113

Title: CAPS National Youth in Transition Database

Description: All states will be required to commence collecting data on October 1, 2010 with regards to youth in foster care who will be aging out of the system. These new data collection and reporting efforts must be included in a state's Statewide Automated Child Welfare Information System (SACWIS). The NYTD is an unfunded federal mandate. DPHHS plans to build the database with existing contracted facilities maintenance services. The NYTD will provide demographic and other information for two overlapping populations: older current and former foster youth receiving independent living services and older current and former foster youth regardless of whether they receive independent living services. The final rule regarding the Chafee Foster Care Independence Act National Youth in Transition Database (NYTD) was published on February 26, 2008 with an effective date of April 28, 2008.

MBARS EPP Number: N/A   MBARS IT Number: 92

Title: SEARCHS Replacement

Description: The Child Support System project will replace System for Enforcement and Recovery of Child Support (SEARCHS), the State's current Child Support System. SEARCHS is a mainframe-based system used in the enforcement and recovery of child support, financial accounting, payments, and reporting. In the face of ever growing federal changes and aging technology, it is no longer cost-effective to enhance and maintain the current system.

MBARS EPP Number: 90422   MBARS IT Number: 112

Title: CDS/HMIS Maintenance and Support

Description: The Central Database System (CDS) is used in support of the Human Resource Development Councils in the delivery of services to low-income residents of Montana in the critical areas of LIEAP heat assistance, Weatherization, Energy Share, Community Service Block grant programs and many other programs. The Homeless Management Information System (HMIS) is used by Montana service providers such as Emergency Shelters, Transitional Housing and Permanent Supportive Housing so they may have the opportunity of utilizing a Management Information System to track client information and report progress.

MBARS EPP Number: N/A   *MBARS IT Number: 25*

Title: SPIRIT

Description: SPIRIT will replace the current Women, Infant, and Children's program with a new system, which is currently in use by other states. WIC provides milk, cheese and other healthy foods to women and children in need. The current WIC system uses FoxPro, which is non-state standard technology and is no longer able to be cost-effectively enhanced to support program needs.

MBARS EPP Number: N/A   *MBARS IT Number: N/A*

Title: Vital Statistics Information Management System Enhancement

Description: Vital Statistics Information Management System (VSIMS) is a web-based application consisting of modules for electronic birth registration, electronic death registration, certificate request receipting, remote certificate issuance, adoption processing, and vital record administration. The maintenance of these modules and the addition of fetal death registration and marriage registration is planned.

MBARS EPP Number: N/A   *MBARS IT Number: 5*

Title: Enterprise Service Bus

Description: An Enterprise Service Bus (ESB) will allow TSD to establish a backbone of Service Oriented Architecture (SOA) within the agency. This architecture will support and complement the implementation of $60M in new system development projects that are currently in the planning stages as well as support future systems development. An ESB provides message oriented, event driven and service oriented methods for integrating applications and services. Implementing an ESB will reduce the number, size, and complexity of integration interfaces between systems. It is an essential component of the Departments Enterprise Architecture vision.

MBARS EPP Number: 90424   *MBARS IT Number: 111*

Title: Inventory Control System

Description: The Disability Services Division requires an inventory control system to manage resources. The implementation of an inventory control system should consider the Department's enterprise requirements for an inventory control database and be coordinated with related efforts and systems within the Department (e.g. AMDD's effort to add an inventory control module to TIER).

MBARS EPP Number: N/A   *MBARS IT Number: N/A*

Title: System Accessibility for Persons with Disabilities

Description: Systems developed and maintained by the Department should be accessible by persons with disabilities. Federal guidelines define accessibility standards and considerations for system development.

MBARS EPP Number: N/A   *MBARS IT Number: N/A*

Title: Telepsychiatry

Description: Implement a web-based product to provide 24/7 psychology services to providers and recipients statewide from Montana State Hospital-based psychiatrists. This will be funded by a PL adjustment described for new program annualization for Tele-Video with MSH psychiatrists (a part of the 72 hour crisis stabilization program implemented this biennium).

MBARS EPP Number: N/A   *MBARS IT Number: N/A*

Title: TIER System and Data Analysis Support

Description: Two additional IT support personnel at Montana State Hospital (MSH) to support TIER and to consolidate several disparate databases that are used frequently. In addition, human data resources are extremely limited and the addition of 2.0 FTE would greatly enhance the facility's data and technology abilities. The preliminary requested amount is $129,932 for each year of the biennium.

MBARS EPP Number: 33706   *MBARS IT Number: 140*

Title: Resident Accounts System Replacement

Description: The Resident Account System (RAS) is used to track institutionalized clients' personal funds. The current system runs on the Department of Corrections AS/400 using non-state standard technology and is no longer able to be cost-effectively enhanced to support program needs. Its functionality could be moved to another system such as TIER, an electronic medical records system, MICRS (an electronic institutional billing system), or an off-the-shelf module.

MBARS EPP Number: N/A   *MBARS IT Number: N/A*

Title: Accounts Receivable Management System (ARMS)

Description: The Accounts Receivable system, used by BFSD and QAD to identify, track and collect monies due to the Department, is currently a mainframe-based system that is no longer state standard software. It is no longer feasible to maintain the aging system, which would require extensive work to meet Department standards for internal controls. A replacement system that meets Department and State standards is being designed and implemented.

MBARS EPP Number: N/A   *MBARS IT Number: N/A*

Title: Document Imaging

Description: Several divisions/programs require the ability to scan and manage documents electronically. Document imaging will be implemented using scanners and state-standard FileNet software. BFSD and HCSD are actively looking into document imaging for their programs. A food stamps grant will place scanners and FileNet into PAB offices by Nov. 2008.

MBARS EPP Number: N/A   *MBARS IT Number: N/A*

Title: Geographic Information System Software (ESRI)

Description: The State of Montana has embarked on an effort to bring consistency to Graphical Information Systems (GIS) within state government. The Department of Administration has entered into an Enterprise License Agreement with the ESRI Corporation to provide system and licensing for GIS for state agencies. DoA has allocated the cost of this agreement among state agencies that utilize GIS.

MBARS EPP Number: 90215   *MBARS IT Number: 105*

Title: Secure Wireless Access

Description: Several divisions/programs would benefit from secure wireless access to systems while providing services in the field. Many services provided by the Department, such as public health inspections, require staff to do their job in remote locations away from Department offices and wired network connections. Wireless access to systems and databases from laptops and other remote devices would provide real-time inquiry and update capability.

MBARS EPP Number: N/A   *MBARS IT Number: N/A*

Title: Long-Distance Web Collaboration Services

Description: Several divisions/programs would benefit from web collaboration services through companies such as WebEx and GoTo Meeting to allow long. Programs such as CHIMES, Food Stamps, TANF, and Child Welfare have key stakeholders that are located in field offices around the state. Their participation is in requirements definition, design, testing and training is crucial to project and program success.

MBARS EPP Number: N/A   *MBARS IT Number: N/A*

Title: TEAMS Maintenance and Support

Description: The Economic Assistance Management System (TEAMS) is used for eligibility determination and benefits issuance for the Medicaid, Food Stamps, and TANF (cash assistance) programs. Enhancements and maintenance of the TEAMS system is managed by the Technology Services Division (TSD) through a contract with an outside provider.

MBARS EPP Number: N/A   *MBARS IT Number: 99*

Title: CAPS/OPM Maintenance and Support

Description: The Child and Adult Protective Services (CAPS) system supports case management for child protective services, services to juvenile probation and parole, payments, and licensing activities. It is used to monitor, track and make provider and beneficiary payments for Child and Adult protective services, including foster care, subsidized adoption, and elder abuse. Operation Protect Montana (OPM) supports case management for Senior Long Term Care Division (SLTC)/Adult Protective Services (APS).Enhancements and maintenance of the CAPS and OPM systems is managed by the Technology Services Division (TSD) through a contract with an outside provider.

MBARS EPP Number: N/A   *MBARS IT Number:92*

Title: SEARCHS Maintenance and Support

Description: The System for Enforcement and Recovery of Child Support (SEARCHS), the State's current Child Support System, is used in the enforcement and recovery of child support, financial accounting, payments, and reporting. Enhancements and maintenance of the SEARCHS system is managed by the Technology Services Division (TSD) through a contract with an outside provider.

MBARS EPP Number: N/A   *MBARS IT Number: 88*

Title: EBT Maintenance and Support

Description: Electronic Benefits Transfer (EBT), aka Montana Access, is used to electronically disburse Food Stamp Program benefits and Temporary Assistance for Needy Families (TANF) cash payments. It is also used for electronic reimbursement of retailers and financial institutions. Enhancements and maintenance of the EBT system is managed by the Technology Services Division (TSD) through a contract with an outside provider.

MBARS EPP Number: N/A   *MBARS IT Number: 89*

Title: KIDS Maintenance and Support

Description: Kids Insurance Determination System (KIDS) supports Montana's Child Health Insurance Program (CHIP). Primary functions include eligibility determination, financial management, contracting and reporting. Enhancements and maintenance of the KIDS system is managed by the Technology Services Division (TSD) through a contract with an outside provider.

MBARS EPP Number: N/A   *MBARS IT Number: 97*

Title: CCUBS Maintenance and Support

Description: Child Care Under the Big Sky (CCUBS) supports Montana's child care program. Primary functions include child care licensing, provider inspection, family eligibility determination for subsidy & payment processes, and quality improvement program contract management. CCUBS interfaces with TEAMS, CAPS, CDS and the MSU Practitioner Registry. Enhancements and maintenance of the CCUBS system is managed by the Technology Services Division (TSD) through a contract with an outside provider.

MBARS EPP Number: N/A   *MBARS IT Number: 96*

Title: Big Sky Rx Maintenance and Support

Description: Big Sky Rx supports Montana's program to help pay monthly premiums for people with Medicare prescription drug coverage. Enhancements and maintenance of the Big Sky Rx system is managed by the Technology Services Division (TSD) through a contract with an outside provider.

MBARS EPP Number: N/A   *MBARS IT Number: 91*

Title: TPL Tracking System

Description: QAD requires a Third Party Liability (TPL) tracking system. A federal transformation grant will fund a business process re-engineering study in preparation for the design and development of a system.

MBARS EPP Number: *MBARS IT Number:*

Title: HIPPS Maintenance and Support

Description: The Health Insurance Premium Payment System (HIPPS) is a premium payment referral system used by QAD's Third Party Liability (TPL) unit to determine whether it is cost effective for Medicaid to pay recipient Insurance Premiums. HIPPS currently receives referrals from TEAMS, but will interface with CHIMES when implemented. Enhancements and maintenance of the HIPPS system is managed by the Technology Services Division (TSD) through a contract with an outside provider.

MBARS EPP Number: N/A   *MBARS IT Number: 98*

Title: PHDS/WIZRD Maintenance and Support

Description: The Public Health Data System (PHDS) is an integrated data and case management system used by county public health offices for Maternal & Child Health, Immunization, Family Planning and other public health programs. Web-based Immunization Registry Database (WIZRD) allows web-based application access to the

immunization data and functions contained within PHDS. Enhancements and maintenance of the PHDS and WIZRD systems is managed by the Technology Services Division (TSD) through a contract with an outside provider.

MBARS EPP Number: N/A   MBARS IT Number: N/A

Title: MTSS Maintenance and Support

Description: The Montana Syndromic Surveillance (MTSS) system provides the Montana Communicable Disease Control and Prevention Bureau with the ability to track and report on hospital intake data and over-the-counter drug sales, in an effort to anticipate and respond to disease outbreaks. The system has both a sophisticated graphing and Geographic Information System (GIS) component. Enhancements and maintenance of the MTSS system is managed by the Technology Services Division (TSD) through a contract with an outside provider.
MBARS EPP Number: N/A   MBARS IT Number: N/A

Title: CSED Server Replacement

Description: Request for funding for leases to replace servers that have expired warranties. The servers within the division have warranties that will expire during the 2009 biennium. As the warranties expire it becomes difficult or impossible to maintain the servers and get replacement parts.

MBARS EPP: 50007   MBARS IT Plan: 2

Title: Central Database system:

Description: The CDS system was developed to support the mandates of the programs operated under the auspices of Federal statute and state regulations and funded by U.S. Health and Human Services, Department of Energy, Office of Community Services and other funding sources. The program is governed by 10 CFR Part 440 and Community Opportunities, Accountability and Training and Educational Services Act of 1998. The HMIS system is provided to track homelessness in Montana and meets the federal requirements of programs receiving McKinney-Vento funding as well as Housing and Urban Development funded programs.

MBARS EPP: N/A   MBARS IT Plan: 22

Title: CHIMES Hosting

Description: The Combined Health Information and Montana Eligibility System (CHIMES) is the new Medicaid eligibility determination system and replaces this function currently performed on The Economic Assistance and Medicaid System (TEAMS). DPHHS, Information Systems Bureau (ISB) will be hosting the database for CHIMES. TEAMS will continue to be hosted by D of A on the states mainframe system.

MBARS EPP: N/A   MBARS IT Plan: 107

Title: NEDSS

Description: The National Electronic Disease Surveillance System (NEDSS) supports routine surveillance activities associated with the rapid reporting o disease trends to control outbreaks. The NEDSS platform allows states to enter, update and electronically transmit demographic and notifiable disease data to the Centers for Disease Control and Prevention (CDC).

MBARS EPP: 90227   MBARS IT Plan: 110

Title: NCS Contingency

Description: The Technology Services Division is currently responsible for over 155 network servers and 3,000 personal computers (541 laptops and 2,565 desktops) within the agency. It is the responsibility of the Network and Communications Systems Bureau to provide state of the art technological support to keep these computers and the programs on them secure and running in good order.

MBARS EPP: 90209   MBARS IT Plan: 109

Title: ISB Contingency

Description: It is the mission of the Technology Services Division (TSD) to provide current, knowledgeable and reliable services in the area of computer technology and software to the agency to enhance and support the agency in the delivery of services.

MBARS EPP: 90208   MBARS IT Plan: 108

Title: Mid Tier Replacement

Description: The Technology Services Division (TSD) provides mid-tier hosting to many programs within the agency. The funding provided by the programs for these servers has always been at the discretion of the programs on where and how it is provided.

MBARS EPP: 90207   MBARS IT Plan: 103

Title: Microsoft Licenses

Description: DPHHS will need to purchase licenses for additional Microsoft products from the Office 2007 suite including Access, Visio, and Publisher that will not be included in the ITSD package in order to maintain compatibility.

MBARS EPP: 90206   MBARS IT Plan: 102

Title: USB Encryption Devices

Description: The Department needs the ability to limit access to devices that can attach to state computers and copy potential information. State and federal policy require departments to secure information and data accessed and stored by computer. Encryption software will limit users' access to Universal Serial Bus (USB) devices.

MBARS EPP: 90104   MBARS IT Plan: 101

Title: Mainframe Increases

Description: The DPHHS has seen a steady increase over the past three years in system mainframe utilization. These increases are from a range of issues including, but not limited to, lengthier processing time to enact a data

request or entry, more detailed case study notes, and data storage for closed cases remaining on the system. Steps have been taken to attempt to reduce these increases including the purchase by D of A of a larger, newer and faster server. However, utilization and thus costs continue to rise.

MBARS EPP: 90320   MBARS IT Plan: 106

Title: MMIS Fiscal Agent Contract

Description: The Department contracts with ACS (Affiliated Computer Systems) to maintain and update our Medicaid Management Information System (MMIS) and run our fiscal agent operations.   This requests funding to maintain the fiscal agent operations contract.

MBARS EPP: N/A   MBARS IT Plan: 72

SECTION 8: ENTERPRISE IT INVENTORY

8.1 Inventory Update

Has the DPHHS updated their IT Inventory Database as outlined in Section 8 of the instructions? _____

Date that DPHHS last updated their IT Inventory: _____